

The logo for Toulouse Business School (tbs) is a red circle containing the lowercase letters 'tbs' in a bold, black, sans-serif font. The 't' and 'b' are connected, and the 's' is separate.

Toulouse  
Business School

**PRME** **PRINCIPLES FOR RESPONSIBLE  
MANAGEMENT EDUCATION**

## ALL TOGETHER FOR RESPONSIBLE MANAGEMENT

The United Nations Global Compact established its Principles for Responsible Management Education in 2007, now supported by the leading universities around the globe. Toulouse Business School adopted them in 2008, joining 450 of the world's universities and Business Schools.

### 3 INTERNATIONAL ACCREDITATIONS



**Think  
& Create**

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## EDITORIAL

### Corporate Social Responsibility: “Press 1” is no longer an option!

Faced with all the challenges of a complex world and an economy in crisis, today's senior managers have to take decisions that no longer necessarily involve choosing between clear alternatives but require trade-offs between several solutions, each of whose consequences has to be assessed.

A striking example of this was the financial crisis of 2008, which revealed the complete lack of moral standards and ethics, together with the inability of our leaders to anticipate and consider all the consequences of their actions.

This is why TBS, through its slogan, “Think & Create”, encourages its students to step back, think critically, and look for a new perspective. We produce responsible managers who are aware of the environmental and social problems in the world around them and who, in their future positions, will have not just an ethical grounding but also in-depth knowledge of the issues surrounding sustainable development, diversity, equal opportunity, disability, etc.

Our training modules in Corporate Social Responsibility and Sustainable Development benefit from our ongoing research and a Chair in CSR, the acknowledged excellence of our teaching staff and partner companies leading the way with respect to such issues.

It should therefore come as no surprise that TBS, one of the world's elite Business Schools with triple accreditation (EQUIS, AMBA and AACSB), is today reaffirming and extending its commitment to Principles for Responsible Management Education, whether in its teaching curricula and research programs or in the operation, layout and management of its three campuses respectively in Toulouse, Barcelona and Casablanca.

Because, even more than any company, a leading Business School has a duty to set an example and demonstrate its commitment to the values it defends.



**François Bonvalet**

Director of Toulouse Business School



# PRINCIPLE 1 PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

**TBS is committed to training managers who are aware of social and environmental challenges from a worldwide but also from a local perspective. These challenges open up incredible opportunities for innovation.**

In 2006, TBS began its work on integrating corporate social responsibility and sustainable development:

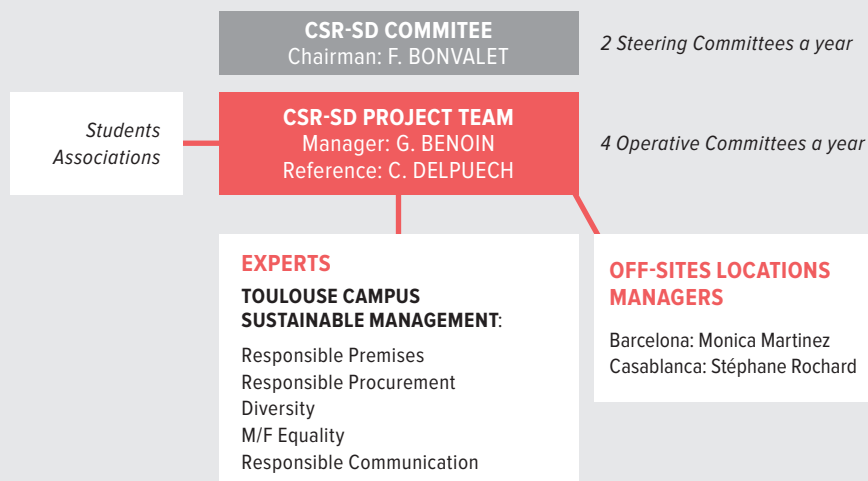
- in its curriculum and research activities, and,
- in the functioning of the school and campus management.

In the framework of TBS governance, a Committee on Corporate Social Responsibility, including the Director of the Group, professors, students, Financial Management, the Director of Communication, and the Director of Development, meets between two and four times a year.

The aim of this committee is to examine TBS's policies in sustainable development and social and community responsibility, to put forward proposals, and to prepare annual reports on the subject, particularly as part of the "Plan Vert" initiative of the CGE-CPU, and Principles for Responsible Management Education (PRME).

Since 2014, CSR-SD initiatives have been deployed throughout the organization with the help of student associations and a project team made up of area experts and CSR-SD leaders on the three TBS sites (Toulouse, Casablanca and Barcelona). This operational committee meets four times a year. TBS relies on students' commitment and supports their initiatives in the area of CSR-SD (see Principle 2).

## CSR-SD APPROACH ORGANIZATION 2014/2015



The Social Responsibility Committee is tasked in particular each year with completing the **CSR-SD reference document of the CGE-CPU (Conférence des Grandes Ecoles - Conférence des Présidents d'Universités)** which makes it possible to evaluate achievements and TBS's progress in the following five areas:

- **Strategy and Governance,**
- **Initial and continued education,**
- **Research,**
- **Environmental campus management,**
- **Social policy and local integration.**

This reference document is compatible with the ISO 26000 Standard. Implementing this standard requires that the school:

- Contributes to sustainable development,
- Takes into account the expectations of stakeholders,
- Complies with international standards, and
- Integrates CSR throughout the organization.

TBS aims to identify its impact in terms of teaching and research and its impact on stakeholders. With this in mind, a study on TBS's impact on its environment was entrusted to the FNEGE (French foundation for the teaching of business management) in October 2013. Initially created by the FNEGE, this audit known as the BSIS is proposed by the European Foundation for Management Development (EFMD) worldwide. The result of the impact is presented along a scale from 1 star (limited) to 5 stars (exceptional). The social impact of TBS was considered strong and solid, with 3 stars awarded.



Even before developing its social policy, TBS aimed to increasingly include students from throughout society by facilitating integration of students from all social backgrounds through various schemes:

- Adjusted timetables to enable students who so wish to have a part-time job to finance their studies (2 sections opened in 2013-2014 concerning 70 students, 4 sections in 2014-2015, i.e. 140 students).
- A system of financial support in the form of grants based on social criteria awarded by the TBS Foundation, in addition to state study grants.
- An educational system that makes it possible to combine Master's classes with professional activities (about 140 students each year).
- A job-study service supported by the Development Department that negotiates partnerships with companies.

Furthermore, a "career starter" was created for all students to guide them using a range of tools to successfully integrate into the working world. A specific support group was also set up to help foreign students integrate in the school and socially. Lastly, an educational incubator called TBSeeds helps students who want to start a company by providing assistance, premises, and logistics throughout their training at the school. Some of the projects supported by the incubator have a strong sustainable development focus.

## PRINCIPLE 2 VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

An Ethics Charter was drawn up in 2013 and validated by the Social Responsibility Committee to formalize and share the commitments of TBS.

It covers four topics:

- TBS, actor in its environment,
- Relations within TBS,
- Integrity and intellectual honesty,
- The environmental footprint of TBS.

More generally, our motto changed in 2013 from “To Train Pilots of Change” to “Think & Create”. This new TBS identity is based on the following analysis:

Over and above the world’s current economic problems, a moral crisis is directly affecting business schools. We need to collectively ask ourselves questions as trainers of the 21st century generation. We ask our students to think for themselves and not to accept passively what they are taught, to innovate, and to create a more responsible world.

This new identity is based on four core values:

**COURAGE, ETHICS, OPENNESS, ENTHUSIASM.**

TBS has signed the “**GLOBAL COMPACT**” and its text and principles are presented to all students in first year following the CSR-SD curriculum described under “Principle 4”. **In 2013, TBS signed the Charter for M/F equality of the CGE-CPU.** In application of this charter, the school organized a conference-debate on this topic for all students in the first year of the Master’s program in partnership with the French National Agency for the Improvement of Working Conditions (ANACT). TBS is also a member of **Campus Responsable**, a French initiative aimed at sharing good practices in the area of SD in top French schools and universities.

### THE GROUP RELIES ON THE COMMITMENT OF STUDENTS AND ACTIVELY SUPPORTS VARIOUS INITIATIVES:



#### A STUDENT ASSOCIATION, THE B3D, BUREAU DU DÉVELOPPEMENT DURABLE

Created in 2006, this association organizes various events to increase awareness about the professional implications related to the environment, fair trade, the social economy, and so on. Every year, it manages the organization of the National Student Conference on Sustainable Development.

Key actions of the B3D in 2013:

- Gift baskets (fruit and vegetables) from local sustainable agriculture producers at a price of €5 to students and personnel.
- “Art en marge” gives homeless people the chance to express themselves through photography, while creating a bond through monthly meetings.
- Parasports: organization of sports events between students at TBS and people with physical disabilities.
- Organization of humanitarian missions, etc.

The B3D works in collaboration with the REFEDD (French Students’ Network for Sustainable Development), which it helped to create in 2007 during the first National Student Conference on Sustainable Development. In this context, it offered training on carbon accounting in 2012-2014 for students at The Big Conf’, a conference for students on the energy and climate challenges of the future, moderated by students who had received prior training.

TBS supports the B3D and, with the help of the association, develops a collection and recycling policy for waste (paper, cups, ink cartridges, batteries, electronic equipment, etc.). For the collection of electronic equipment, TBS has specifically called on ENVIE, a company that helps the unemployed find work and specializes in the collection and recycling of electric and electronic waste.

#### A GREEN BUSINESS UNIT

The *ESCadrille Toulouse Junior Conseil* Junior-Enterprise set up a Green Business Unit in 2010 in partnership with B3D.

The Junior Enterprise also drew up a CSR charter for all its members. It donates 1% of its annual sales to certain associations such as Good Planet (Yann Arthus-Bertrand Foundation) which received €1,500 in 2012.

For each study contract signed, a tree is planted in Niger, Nicaragua, Colombia or Madagascar, i.e. 50 trees planted in 2012 (Tree-Nation Association). The Students’ Bureau, the Federation of student associations, and other associations at the school support many initiatives and actions of a social nature.

The CSR-SD approach is now present in many activities supported by students’ associations and some of these activities have recently received awards for their efforts: le Petit Tou, best responsible city guide 2013; the Junior Enterprise (certified ISO 14001) was named the most responsible JE in Europe in 2012.

#### A few examples of initiatives launched by students’ associations in 2013-2014:

- **Plane tickets** awarded to study grant students.
- **Financial support to the TBS Foundation** to help increase the number of grants awarded.
- **TBS Finance invited two economists with very different positions** (to debate the causes of the

financial crisis at a conference: Mrs Bruyère, economist, member of the scientific committee of ATTAC (Association for the Taxation of financial Transactions and Aid to Citizens), and Mr Landier, lecturer-researcher at TSE and former Resident Scholar at the IMF. 350 students from four business schools and universities in Toulouse (TBS/TSE/IEP/IAE) attended the event.



# PRINCIPLE 3 METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

“

OVER AND ABOVE EFFORTS TO INCLUDE CSR AND SD IN EACH DISCIPLINE, TOULOUSE BUSINESS SCHOOL OFFERS SPECIFIC COURSES THAT CHANGE EACH YEAR.”



## THE CSR-SD COURSE IN 1ST YEAR HAS FIVE DIFFERENT COMPONENTS:

- Conferences on worldwide social and environmental challenges.
- A 15-hour module on CSR.
- A “Sustainable Development” day as part of first year students’ activities for the National Student Conference on Sustainable Development, conferences, a company eco-forum, and eco-awards.
- 30 to 50 hours of civic service for each student throughout the year.
- A consideration of company approaches to CSR and SD integrated into internship reports since 2007.

In 2012, as part of the new version of the guide for students in internships, the ability to integrate a reflection on social responsibility was selected as one of the key skills to be evaluated in internship reports.

## ABILITY TO INTEGRATE ASPECTS RELATED TO SOCIAL CONSIDERATIONS

**Understanding of the social and environmental impact of the company on its stakeholders:** be able to identify the main stakeholders of companies and the impacts of company activities on its stakeholders.

**Ability to analyze a social responsibility initiative:** be able to describe and understand company social responsibility policies, with a critical and constructive approach.

**Ability to evaluate the economic, social and environmental impacts of one’s own proposals:** be able to integrate this systemic approach into one’s thinking.



**IN SECOND YEAR**, the Artemis company strategy simulation game includes aspects related to CSR.

**IN THIRD YEAR**, the Sustainable Business occupational option (taught in English) promotes sustainable development as a management tool or a method to improve interactions between economic development and the environment.

Since 2004, this option has helped to build up a network of professionals who work in areas of activity and roles related to sustainable development.

In 2013, the Bachelor program launched the “**Responsible student**” initiative to develop responsible behavior as a citizen, student, and future company manager. Class delegates facilitate the project by enabling each person to participate in turn, with a common eco-citizen charter drafted by the students.

## TEACHING PROJECTS THAT INTEGRATE SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT

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SUSTAINABLE  
DEVELOPMENT  
AND SOCIAL  
RESPONSIBILITY  
ARE ALSO INTEGRATED  
IN THE STUDENTS'  
PROJECTS.”

### SOLIDARITY WITH THE COMMUNITY

At the start of the 2006 university year, TBS launched a form of community service involving 30 to 50 hours committed to the community, an obligation for each student in the Bachelor and Master in Management programs. The purpose is to provide a tangible social contribution for society at large, thus helping students to become more aware of the realities of the society they live in.

In this way, 30,000 hours of community service are dedicated each year to schooling support initiatives for disadvantaged students in partner schools, to assistance for people with disabilities, to the homeless, people in need, the sick, and the elderly.

### CORDÉES DE LA RÉUSSITE

Since 2009, TBS has been a partner in the Cordées de la réussite initiative sponsored by the Ministry of Education. This program's objective is to help highly motivated pupils and high school students from disadvantaged areas to aim for higher education by providing them with individual support so that they can overcome psychological and cultural obstacles.

For the 2012-2013 academic year, TBS was leader of five such programs, 4 in high schools and 1 in a junior high school, including 92 first year students as part of their community service: each student carried out a minimum of 35 hours of coaching for 96 students in the five partner establishments.

**MANY DELTA PROJECTS** run by groups of students throughout their first year involve sustainable development or projects with a social focus, in France and abroad.

**For example, in 2012-2013, 30 projects out of 76 (39%) had a strong focus on social aspects (20 projects), the environment (6 projects) or humanitarian concerns (4 projects).**

### CASE STUDIES

Case studies on CSR-SD topics are proposed to students as part of their curriculum.

### SESAME PROJECTS

Several SESAME projects (Seminar for strategic studies applied to company management) with a sustainable

development focus are proposed to students. In this context, groups of 40 students advise companies or local authorities involved in sustainable development projects.

Over the last few years, SESAME projects focusing on sustainable development included for example the companies Ecocert (organic certification) and Tenesol (solar panels), the association IES (Initiatives for an economy of solidarity), and the Coteaux Bellevue Community Council.

A SESAME project was carried out in 2013 as part of a partnership agreement between TBS and DSI, a local company providing computer services, printing, gardening, and janitor services and employing more than 500 staff, of whom 83% have a disability. It included 40 students who carried out an analysis focused on the internal reorganization needed to ensure future development of the company. This experience was highly beneficial to the students and helped them to discover the world of disability and to understand that it is possible to reconcile business, competence, and disability.

### SPECIALIZED MASTER'S

**A Specialized Master's in Sustainable Development and Climate Change** accredited jointly by the *Ecole Nationale de la Météorologie* (National meteorological school) and the *Ecole Nationale Supérieure Agronomique Toulouse* (Graduate School of Life Sciences, Toulouse) was opened in 2008.

**A Specialized Master's in Responsible Territory Management** opened in 2011 brings students into direct contact with the area of sustainable development of territories, thanks to a comprehensive overall approach that looks into social, environmental, economic, and humanitarian challenges.

As part of their **Joint operational projects**, the students in both these SD Master's worked for example with the following organizations in 2012 and 2013:

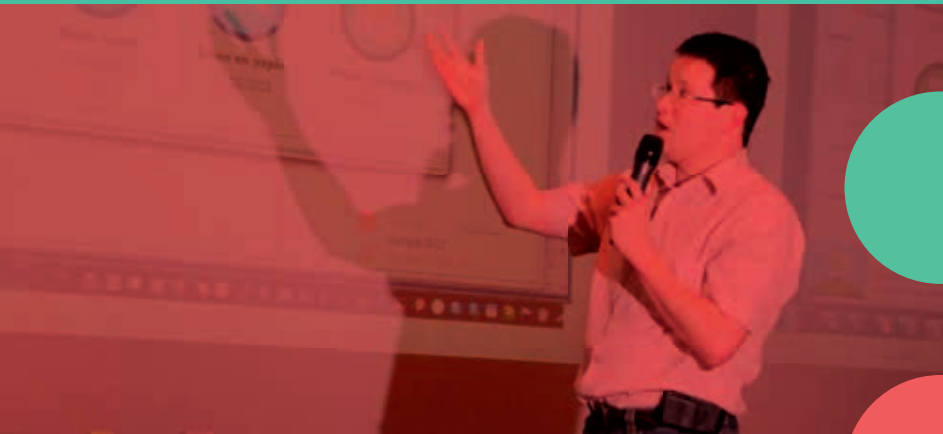
- Airbus : Consolidation and comparative critical analysis of environmental performance in the French aeronautics industry.
- ATR : proposed changes and improvements to documents, update and adjustment of Global Reporting Initiative (GRI) indicators, and proposed structure of the CSR report.
- Pyrenees Climate Change Observatory (OPCC): contribute to valorization of the OPCC.





## PRINCIPLE 4 RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



### TBS HAS SET UP A “SUSTAINABLE AND RESPONSIBLE DEVELOPMENT” CHAIR

La Poste, GrDF and Fidal are associated with this chair.

The partnership with GrDF and Fidal mainly revolves around the National Student Conference on Sustainable Development, the 8th edition of which was organized in April 2014. The partnership with la Poste concerns TBS's community initiatives and also included a research component involving a thesis on adoption of CSR-SD approaches by large groups with a public service mission.



### NATIONAL STUDENT CONFERENCE ON SUSTAINABLE DEVELOPMENT

With a focus on innovation in the area of sustainable development, the conferences are an opportunity for students from business schools, engineering schools, and universities to interact with companies.

Awards are presented by the students to the most innovative companies.

**Two prizes with a value of €1,000 also reward students' initiatives.**

#### The day's program includes:

- Competition for SD innovations by students,
- Competition for SD innovations by companies,
- Competition for SD innovations by local authorities,
- Round tables,
- Career forum for sustainable development,
- Companies forum,
- Entertainment (videos, fair trade fashion event, shows, organic lunch, energy-efficient driving lessons, etc.).

The aim is to promote a positive and even fun approach to sustainable development, rather than generating anxiety, and that tries to spark action based on tangible examples. The conference is part of the first-year training program, like a mandatory module, and the B3D student association, SD students association, and two Delta projects are tasked with preparing the event. This makes the conference a truly innovative learning tool.



**THE FIRST STUDENT CONFERENCE ON SUSTAINABLE DEVELOPMENT** was organized in 2007. This led to the creation of the **REFEDD** ([www.refedd.org](http://www.refedd.org)), French Network of Students for Sustainable Development and to a students' charter for sustainable development.



## 2014 WINNERS LIST

### In the “Student” category

KEDGE BS Marseille received the Grand Prize for its CSR audit and consulting project for **“ReSourceE”** SMEs in the Provence-Alpes-Côte d’Azur region. The project involves preparing the CSR terrain in SMEs to move on from awareness building to defining a concrete action plan. The **Enactus association** of the University Paris 7 Diderot received the **Jury Favorite Prize** for the **Gaspi’potes** project aimed at reducing food waste and combatting food insecurity.

### In the “Company” category

**Citiz, a community-interest cooperative company**, was awarded the Students’ Grand Prize for its **Toulouse system of car sharing**. The company **Idhélío** was awarded the **Jury Favorite Prize** for its **HELIOSMART project** aimed at generating and storing heat produced from solar energy.

### In the “Local authorities” category

**SIEEOM de Grisolles-Verdun** won the Students’ Grand Prize for its project called **“Adoptez les poules!”**, which aims to reduce organic waste in residential and semi-rural areas by promoting the use of chickens to eat leftovers. The **Jury Favorite Prize** was awarded to the city of **Bondy**, particularly represented by the Eco-responsible recycling association and high school students from Lycée Marcel Pagnol, for a highly useful project for **recycling paper and computer equipment for the benefit of establishments employing people with disabilities**.

More than 15 professors are working on research subjects directly related to questions of social responsibility. When recruiting new staff, research associated with these topics is highly sought-after. In the past five years, TBS has published in the field of CSR:

- 23 academic articles,
- 6 professional articles,
- 7 research books,
- 24 book chapters,
- 2 training textbooks.

## ACADEMIC CSR-SD PUBLICATIONS

The following areas of sustainable development research are being studied as part of management science research:

- *Issues concerning the long-term use of fossil energies,*
- *Implementation of climate policies and their impact on the economy,*
- *Energy and climate change,*
- *Environmental economics,*
- *Emergence of renewable energies and R&D,*
- *Environmental accounting and management,*
- *Measurements of sustainable performance,*
- *Company governance and sustainable development,*
- *Corporate social responsibility,*
- *Management of sustainable development and CSR,*
- *CSR and public services,*
- *CSR and human resources management,*
- *Diversity,*
- *CSR and consumers,*
- *Ethical consumption.*



## THREE MAJOR EVENTS WERE ORGANIZED BY THE RESEARCH DEPARTMENT IN 2012-2013

- The 3rd International Conference on Vulnerable Workers and Precarious Work, on September 12 and 13, 2013.
- 5th edition of the International Conference on Equality, Diversity and Inclusion, at Toulouse Business School, from July 23 to 25, 2012.
- Corporate Social Responsibility Conference, on April 24, 2012.

Certain research projects are directly related to CSR-SD topics and are organized in partnership with regional or European companies: the SEARRCH project and the New Business models project (see Principle 5).



# PRINCIPLE 5

## PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

TBS is a member of the **SEARRCH** project (Sustainability Engineering Assessment Research for Recycled Composites with High value), which received funding from the **ANR** (French National Research Agency).

The purpose is to invent pertinent environmental, social and economic indicators and to develop methods and tools to evaluate the sustainable value of the composite recycling sectors, specifically aeronautic CFRP (Carbon Fiber Reinforced Polymer).

The various players (aeronautics industry, composites and recycling companies, governments, and regulatory institutions) would thus be able to take into account sustainability in their technical or organizational choices.

SEARRCH is made up of a multidisciplinary consortium of four partners (**Altran, INPT/LGC, University of Bordeaux/ISM, Toulouse Business School**) all experts in process modeling, recycling systems, life-cycle assessment (LCA), flow models, applied mathematics, multi-objective optimization, decision-making tools, the environmental economy, environmental legislation, and the sustainable company.

The SEARRCH project, which is to run for 42 months from January 1, 2014, has obtained funding of **€ 575,000**. It has also been approved by the Aerospace Valley cluster.



### NEW BUSINESS MODELS PROJECT

As part of the *Chaire d'excellence Pierre de Fermat*, Professor Jan Jonker from the Netherlands Nijmegen School of Management - Radboud University Nijmegen, will be at Toulouse Business School for a 12-month contract from September 2014 to June 2016. His research project, run jointly with researchers from the TBS Research Centre, is entitled: **"Creating new business models for sustainable development"**.

Ten students in third year at TBS will carry out their internship and their professional research dissertation in the context of this project, over the 2014-2015 university year.

### TERRITORIAL ECONOMIC COOPERATION CLUSTER PROJECT

A research partnership agreement is being drafted with the Territorial Economic Cooperation Cluster (PTCE) of Toulouse.

The call for tenders launched by the Ministries for the social economy and solidarity, equality of territories, and urban affairs was won in our region by two companies, SYNETHIC and La Serre, whose directors are involved in the CSR module in first year.



The objective of these clusters is **"local sustainable development for the creation of jobs by pooling premises, skills, and services, and in certain advanced cases, building of joint development strategies"**.

The clusters represent a cooperative approach rather than a competitive one. The legal definition of PTCEs aims to bring together research centers and higher education establishments in the projects.

Other interactions involve research projects and events organized jointly (see principle 6).



# PRINCIPLE 6

## DIALOGUE

We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

TBS is involved in discussions on education in responsible management:

### INTERNATIONALLY

In the context of the Rio+20 The Future We Want conference, the Group signed “The Commitment to Sustainable Practices of Higher Education Institutions on the Occasion of the United Nations Conference on Sustainable Development”. TBS participated in the 3rd Global Forum for Responsible Management Education: June 14-15, 2012.

A professor from TBS presented a paper at the Academy of Management, Lake Buena Vista (Orlando, FL) 2013 conference during the Symposium-Workshop: Management education for the future we want: Using the 10th principle of the UN Global Compact on Anti-Corruption to develop Corporate Sustainability with Integrity.”

### IN FRANCE

Since their creation in 2007, TBS has participated in the focus groups on CSR-SD of the *Conférence des Grandes Ecoles (CGE)*. TBS participates in SD meetings and events organized by the CGE with the aim of continuous improvement. The most recent event took place in Rennes in May 2013: “*Les rendez-vous des référents du développement durable (R2D2)*” (Future challenges in sustainable development). In 2013, TBS also joined the “M/F Equality” community of advisors of the CGE. In addition, TBS is a member of the **Responsible Campus** initiative.

### REGIONALLY

TBS has participated in the local Regional network of sustainable development advisors for Midi-Pyrénées since its creation. This network aims to share experience and tools.

TBS regularly works in partnership with AFNOR, the Club des Dirigeants Durable Midi-Pyrénées, the ARPE (Regional agency for sustainable development), MOUVES (Movement of social entrepreneurs), CHEDD Midi-Pyrénées (Higher studies in SD created by TBS, the University of Toulouse 1, INP-ENSAT, National Meteorological School, Ecole des Mines-Albi). TBS organizes many events with these institutions.

### A FEW EXAMPLES OF PARTNERSHIPS



In 2011-2012, two symposia were organized by the French Standards Institute (AFNOR) in collaboration with TBS, one on CSR and innovation, and the other on ISO 26000.

In 2012-2013, an event with the theme “CSR and public services” was organized by the *Club des Dirigeants Durables* and TBS. MOUVES (Movement of social entrepreneurs) organized one of the legs of its Tour de France at TBS. The President of the ARPE (Regional agency for the environment) organized the constitutive general assembly of the “MORI” association with a view to promoting regional investment currencies.

On the social level, and as part of the “community service hours” program, TBS has launched partnerships with many local associations (41 in 2013) and junior high and high schools as part of school support programs (five in 2013).

Furthermore, TBS has been a UNICEF partner enterprise since 2012 and thus supports an education program in Niger and the annual gala event of the CMRH (Management and HR Club) for the benefit of UNICEF.

TBS has also established formal partnerships with BNP Paribas, Société Générale and ATALE, which participate through the TBS Foundation in providing study grants on the basis of social criteria to TBS students. The Foundation distributed grants to 49 students in 2013-2014, to the value of €117,500.

Talks dealing with social challenges were organized in 2012, 2013, and 2014, some for students and others for a wider public:

- **Towards an Eco-economy**, by Benoit de Guillebon
- **The economy of functionality**, by Dominique Bourg
- **Energy transition**, by François Dauphin
- **Human rights and companies**, by Martine Combemale, from HR without Borders
- **Rethinking wealth**, by P. Viveret, philosopher
- **“Relire Darwin pour sortir de la crise... Le regard d'un paléanthropologue sur les crises, l'entreprise et l'évolution” (Rereading Darwin to overcome the economic crisis: A paleoanthropologist's perspective on economic crises, companies, and evolution)**, by Pascal Picq,
- **From financial rating to social rating**, by Fouad Benseddick, VIGEO
- **“Sens du travail, bonheur et motivation : philosophie du management” (Work ethic, happiness, and motivation: philosophy of management)** by André Comte-Sponville, Philosopher
- **Socially responsible investing (SRI)**, by Jacques Igalsen
- **Psychosocial risks**, by Jean-Pierre Neveu

**The Master's in SD and climate change organizes talks** open to various stakeholders including students, teachers, companies, and associations.

In 2012-2013, **associations** such as Greenpeace, Flocon à la vague, and **companies** including Steelcase, Indiggo, Cler Verts, Veolia, and GrDF, participated in conferences.

**A partnership with the GREP Midi-Pyrénées** (Research group for education and prospective analysis) enables the school to offer conferences on social topics moderated by well-known philosophers and economists at TBS, for example last year: Christian Gollier and François Morin (TSE economists), Alain Caillé and Luc Boltanski (sociologists), André Comte-Sponville and Edgard Morin (philosophers).

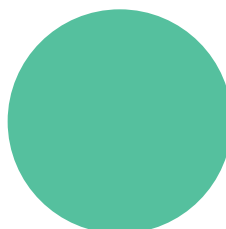


# FUTURE PERSPECTIVES KEY OBJECTIVES

The CSR-SD approach is now eight years old. It is becoming part of our institution and we hope to successfully implement it throughout the organization, with the help of student associations, a project team with area experts, and CSR-SD leaders on the three TBS sites (Toulouse, Casablanca and Barcelona).

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LASTLY, WE KNOW THAT WE STILL HAVE MUCH TO ACCOMPLISH IN THE ECOLOGICAL MANAGEMENT OF OUR CAMPUSES AND WE WILL PURSUE OUR EFFORTS FOR CONTINUOUS IMPROVEMENTS.”



We have many partnership projects on the cards for the year to come to help us fulfil our objective, particularly with the following organizations:

- **FACE** : *Fondation Agir Contre l'Exclusion* (Foundation against exclusion)
- **GAREM** : *Groupement d'Achats Responsable Midi-Pyrénées* (Responsible purchasing group - Midi-Pyrénées)
- **RHSF** : HR without borders
- **Pur Projet Association** founded by Tristan Leconte

We intend to strengthen the National Student Conference on Sustainable Development that we have organized for the last eight years. It is a truly innovative learning tool, and the 2015 conference will focus on **New Business Models**, as part of the project of the Chaire Pierre de Fermat of the Dutch researcher Jan Jonker.

Lastly, we know that we still have much to accomplish in the ecological management of our campuses and we will pursue our efforts for continuous improvements.



# TOULOUSE BUSINESS SCHOOL

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## PROGRAMS

BACHELOR IN MANAGEMENT  
GRANDE ÉCOLE / MASTER IN MANAGEMENT  
APPRENTICE TRAINING CENTER  
SPECIALIZED MASTERS AND POST-GRADUATE EDUCATION  
EXECUTIVE EDUCATION  
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